



COOK COUNTY PERFORMANCE BY OFFICE

3rd Quarter

June 1–August 31, 2011



www.CookCountyIL.gov/STAR

TONI PRECKWINKLE
President
Cook County Board of Commissioners



OFFICE OF THE PRESIDENT
BOARD OF COMMISSIONERS OF COOK COUNTY
118 NORTH CLARK STREET
CHICAGO, ILLINOIS 60602
(312) 603-6400
TDD (312) 603-5255

TONI PRECKWINKLE
PRESIDENT

To the Residents of Cook County,

Thank you for the ideas and encouragement you have provided as we work to improve County government.

I present to you our STAR Report on third quarter performance, our second such report.

This report sets the stage for the 2012 budget. Please use it to learn about the various county agencies and to provide context to the budget discussions over the coming weeks.

I am proud of the improvements we have made thus far and am excited about working together to improve services to the residents of Cook County and increase the efficiency of our government.

Sincerely,

Toni Preckwinkle

TABLE OF CONTENTS

Overview	1
How The STAR Program Works	3
What We Have Learned	7
STAR Is Making A Big Difference Already	10
FINANCE & ADMINISTRATION	21
HEALTHCARE	31
PUBLIC SAFETY	39
PROPERTY & TAXATION	55
ECONOMIC DEVELOPMENT	67

www.CookCountyil.gov/STAR

Reports for each department are available online



At Cook County, we are setting targets to achieve results.

STAR is a partnership of the Board of Commissioners, County Agencies, employees, their union representatives, and residents. All offices and agencies report progress toward stated goals, and work together to improve performance.

In July we published our first STAR report. This is our second. We will continue to report on progress every three months to tell you how well Cook County is doing, to point out where we have room for improvement, and to invite you to share your ideas on how to run your county better.

Please read and respond to this report. Your feedback is critical to moving our county forward and achieving the results you expect.

Goals of the Program: Giving the Budget Context

The County faces daunting challenges. County government provides over 5.2 million residents essential services through a \$3 billion annual operating budget that faces a projected shortfall of \$315 million in the coming fiscal year.

STAR sets the context for the 2012 budget. The data we report will be used to give the Board and the public context for budget trade-offs and help decision makers better understand how directing your tax dollars will affect the services you need.

In Cook County we are making data-driven decisions to build a sustainable financial future.



Top: State's Attorney Anita Alvarez, County Elected Officials at STAR Announcement, Sheriff Tom Dart

Bottom: Budget Director Andrea Gibson, Revenue Director Zahra Ali, Director of Facilities Management Jim D'Amico

Senior Management in Cook County regularly meets to review and discuss STAR measures to develop improvement strategies.



How The STAR Program Works

STAR is a Collaboration

Collaboration is a key component of the STAR process. All stakeholders have jointly decided on system-wide goals, and are working together to improve performance while reporting progress transparently.

STAR works to break down the natural barriers that separate agencies, forcing us to look beyond our silos and consider the role we play in countywide systems.

It is important that we approach County systems as they function holistically, instead of considering them mere collections of separate tasks performed by individual offices. In conjunction with the STAR program, the structure of the budget will be changed this year to group offices into their systems, instead of alphabetically as isolated, stand-alone entities. Through the STAR process we are building a more cohesive government that will prove to deliver better services more efficiently and effectively.

Quarterly Review Sessions

The goals of each office are linked to County goals in finance and administration, healthcare, public safety, property and taxation, and economic development.

Through STAR, President Toni Preckwinkle has convened review sessions with County elected officials and their staffs to discuss the goals and measurements for each system and agree on how to improve services.

In the working sessions, County leaders identified barriers to achieving shared objectives and agreed on implementing cross-office initiatives.

These groups will continue to meet every three months to take an objective look at the data and chart strategies to improve County operations and service delivery.

Quarterly Review Sessions

Finance & Administration

Discussed improvements to the budget process & attendance best practices

Healthcare

Discussed hospital operations, strategic plan progress & improving emergency department wait times

Public Safety

Discussed strategies to lower the jail population, especially the increased use of electronic monitoring

Property & Taxation

Discussed ways to increase transparency & communication about the property taxation process

“Under Clerk, should it be the percentage who bonded out on credit card rather than the number? Fewer people processed might reduce the number even though a greater percentage of persons are using cards. ”

Jim Lewis, Chicago Community Trust

Action: Change was discussed during the Public Safety review session.

Outcome: Clerk of the Court began designing system process that will allow us to calculate this figure for the next report.

Feedback Is Critical To The **STAR** Process

“A clear definition of recidivism is critical to understanding the effectiveness of diversion and reintegration programing. ”

–Diane Williams, SAFER Foundation

Action: Discussed issue of recidivism definition during Public safety review session.

Outcome: A commitment from each office to come together and agree on a shared definition of recidivism.

“You should add additional measures to track attendance.”

Anonymous, Cook County Employee

Action: We have been doing a focused study of the cost of workers compensation and FMLA.

Outcome: In addition to the current measure that track County department sick time usage, we have engaged pro bono partners to assist us in gathering and benchmarking measures on workers compensation and FMLA to appear in an upcoming STAR report.

“What are the health care needs of County residents? Could you add measures that describe what diseases residents of the County are dying of and what the causes of the illnesses are?”

Margie Schaps, Health & Medicine Policy Research Group

Action: Working with the Cook County Department of Public Health to develop additional measures.

Outcome: The Department of Public Health currently publishes reported cases of STDs. We are working to develop additional regional public health indicators.

“If possible, leverage the web to make the implication of the data more obvious.”

Anonymous Citizen via STAR website

Action: Worked with departments to collect additional data and in some cases change display.

Outcome: Included new historical trend data and added additional symbols denoting favorable variances and released performance management metrics to Cook County's open data portal.

“Access to civil courts is an important component of ensuring fair and equitable access to justice. You should add indicators for civil cases.”

Chicago Bar Foundation

Action: Met with Office of the Clerk of the Circuit Court and discussed civil measures to add to this report.

Outcome: We added the number of cases filed in civil court and in traffic court, and the number of appeals filed in civil cases. We are working with the Clerk's Office to continue to add meaningful measures for the next report.



Cook County Works Director Karin Norington-Reaves with Commissioners Steele and Garcia announcing improvements to the County's workforce training programs

What We Have Learned

Though still in its early stages, STAR continues to progress. STAR is an evolving program. We did not expect it to be perfect the first time.

In the last report, we did not have complete data for every goal. We still are working to fill the holes. We are committed to reporting the most meaningful measures. In many cases the County hasn't been collecting data related to the goals we want to measure. This means that we are implementing new technology solutions and are finding ways to track the information manually so that we can collect and report the correct information in the future. The data is not perfect yet, but we are making progress. We have collected nearly 100 new data points this quarter, and added 30 new measures. We will continue to strive to gather complete and accurate information for future reports.

We are also changing the way that some of the data is presented. Clear and precise presentation of information illustrates trends and highlights key areas of performance. In the public safety report we added trend charts to show how our programs have performed over time. .

What we are measuring has also changed. In this report we have added important new data sets. In the Public Safety section, we added information about the efficiency of the civil courts in addition to the criminal court data.

STAR has already begun to change the culture of County government.



At first gathering data was difficult. It took painstaking effort to pull reports. Systems are being created to ensure the information can be more timely and accurate. Data reporting procedures are becoming “business as usual.” For example, managers have monthly financial reports that are automatically generated to update them on year-to-date spending, so they can stay on budget, along with attendance reports, so they can better manage their employees.

STAR has changed the information departments have available to them to make decisions. Managers in the President’s Office are required to submit monthly STAR data. The data is housed in a central database that generates this report.

The data in these reports is open to the public. All of the information we collect is posted on our website quarterly in an easily downloadable format so that you can see how well your government is performing.

STAR will always be evolving to become even more detailed and even more useful. We will work to continue to improve. As we report monthly, we will be taking your feedback and using it to decide how to collect more impactful information, better demonstrate our successes, and more clearly understand where we have room to improve.

Toni Preckwinkle and Director of
Environmental Control Deborah Stone



STAR IS MAKING A BIG DIFFERENCE ALREADY

Fiscal Responsibility

STAR has led to structural changes within departments that will improve fiscal responsibility. In the early goal setting stage of the STAR process, the Building & Zoning department stated that enhancing revenue collection was a goal for their department. Through discussion, we agreed revenue collection was outside of Building & Zoning's core mission and created a potential for conflict of interest. The discovery led to an investigation that revealed revenue was still being collected by other fee generating departments. The Department of Revenue has begun the process of centralizing revenue collection from smaller fee generating departments, allowing non-financial departments to focus on their core missions of public safety and compliance.

Through STAR and the budget process we have begun aligning incentives by placing budget responsibility where cost is incurred. For example, employees have been allocated cell phones and wireless devices with a projected annual cost of \$1.04 million. In past years, the cost of the devices were paid out centrally from the Bureau of Technology's budget. Managers never saw the breakdown of usage or the phone bills. The cost will now be shifted to the department budgets where the costs are incurred. Managers are now expected to monitor their employees' usage and manage the costs.

Innovative Leadership

Employees drive improvements in County performance. The Department of Facilities Management began a competition called "Wattage Wars" which pitted the facilities staff of each County building against each other to see who could reduce their building's energy consumption the most. The program saved the County \$1.08 million dollars in six months. The priority of IT projects was previously determined on an ad hoc basis. Under this system, low priority projects were often prioritized over major initiatives. The Bureau of Technology has done a comprehensive review of the pending projects and is assigning priority to those with the highest value. The Bureau has identified 12 active revenue generating projects. Going forward,

managers are required to submit business cases that document the return on investment of all new projects.

Adjudicating ordinance violations through the administrative hearings process is more efficient and increases County revenue. The Department of Administrative Hearings improved systems to allow for increased volume. In the first three quarters of this year they have heard over 8,000 cases—2,000 more than were heard in all of last year.

The STAR process highlighted areas where we were not making the most efficient use of our human capital resources. The Department of Revenue was emphasizing compliance of some tax types with low revenue value. After an internal review, Revenue decided to prioritize enforcing compliance of the Tobacco Tax Ordinance. Revenue is partnering with the Sheriff's Office to enhance inspections and putting two additional inspectors in the field. In the first two weeks of collaboration, the teams issued 120 citations with an assessed value of over \$353,000.

President Preckwinkle attends a softball game





County employees Owen Kilmer, Jim D'Amico and Jerry Pray in a meeting



Transparency and Accountability

Cook County has made 110 data sets available for the first time through the Bureau of Technology's open data initiative. A historic lack of transparency and accountability eroded trust in County government. Making information publicly available gives residents the ability to more effectively understand the services provided with their tax dollars. Open government goes beyond transparency and enables greater citizen participation in government. The data sets can be found at data.cookcountyil.gov, including all of the data found in this report.



Improved Services

Detaining defendants in the jail while they await trial is very expensive for the County and often punitive to those being detained. Increasing the use of community based alternatives to detention reduces the jail population and allows non-violent defendants to await trial in a more productive

setting and in many cases, allow the defendant to maintain their employment. Under the Sheriff's Electronic Monitoring Program, defendants are given ankle bracelets that allow for them to be monitored in their homes. In September, the Public Defender's Office began asking that all eligible non-violent clients be placed on Electronic Monitoring instead of detained in the jail. Greater socialization of Electronic Monitoring with the Judiciary has led to a deeper understanding and comfort with assigning defendants to the program. These efforts have almost doubled the average daily population of those on Electronic Monitoring in the past month, after having been relatively stagnant over the past year.

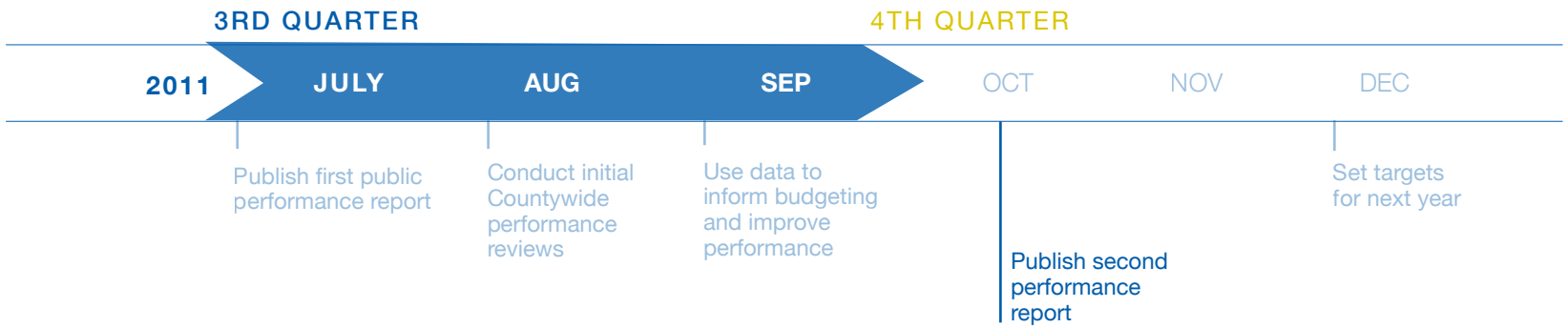
The County procurement requirements were burdensome and unnecessarily slowed the purchase of goods and services. The Purchasing Department did a review of best practices and presented reforms that were passed by the Board of Commissioners in September. The reforms re-organize and streamline the procurement process to avoid unnecessary delays, clarify provisions, provide internally consistent definitions, and eliminate the redundancy and inconsistency of certain provisions. The reforms are expected to reduce procurement time by an average of six to eight weeks.

The Forest Preserve District is offering expanded nature center programs designed to introduce youth groups, families and adults to nature and outdoor exercise with specific focus on increased participation and exposure to diverse urban communities and organizations. The District has had 311,664 visitors to nature centers this year, exceeding their year-to-date target by 11%

The Cook County Board of Review announced online filing. Prior to this initiative, Property tax appeals had to be filled out by paper downtown at the Cook County Building. The online system creates a more open and convenient appeal process for taxpayers, allowing homeowners to appeal their property tax assessment via the Internet. The system was created in-house through collaboration with the Bureau of Technology and the Assessor's Office at no additional cost to taxpayers. In the first month, 40 homeowners appealed through the new system at www.cookcountyboardofreview.com.



Herman Brewer, Director of Community Development, on site reviewing a regional construction project



What We Have Done So Far

Each department has set goals and is tracking their progress towards them. This is our second report. The data presented in this report helps set the context for the budget. County decision makers and leaders use this information to make informed, fact based decisions.

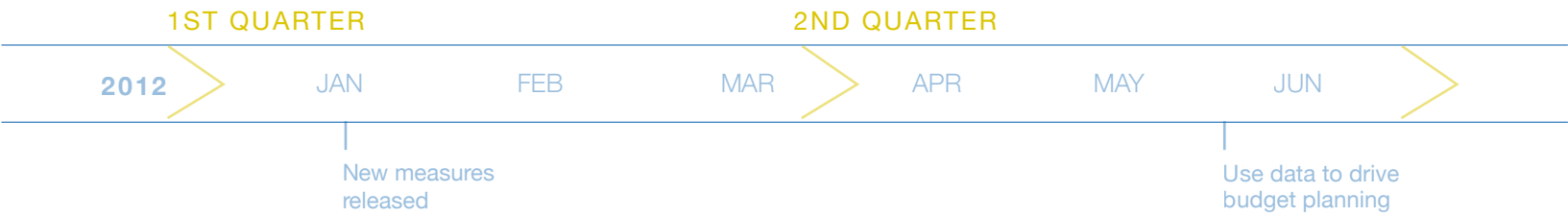
In the President's Office, the Chief of Staff meets with all deputies to review two departments in depth each week. In the review, departments update the administration on performance against their goals and progress on major initiatives. In addition, every department submits monthly data reports, so we can more quickly identify and address emerging issues.

STAR analysts are holding regular countywide meetings, where representatives of each elected office convene to discuss performance against system-wide goals. In the analyst meetings, office representatives discuss review measures and propose cross-office initiatives to drive improvement. In the Public Safety group, analysts discussed ways to decrease jail population and cost and discussed meaningful opportunities to increase the use of Electronic Monitoring program.

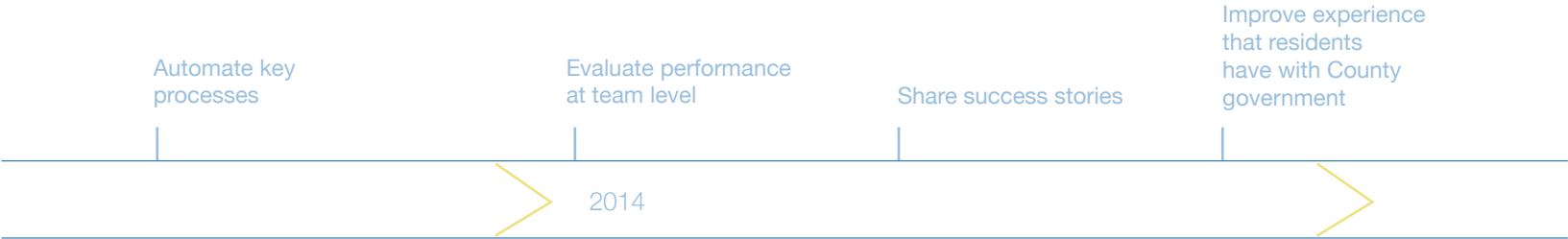
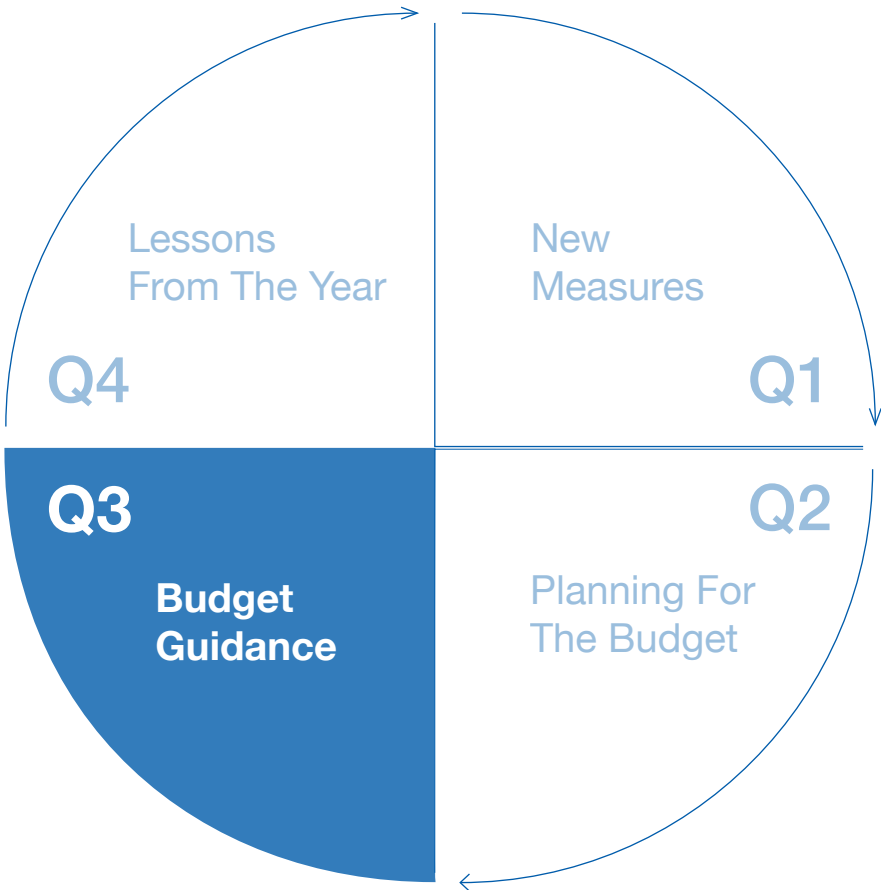
511

Metrics reported in the second STAR report





Going Forward: What To Expect



How To Read STAR Reports And Give Feedback



www.cookcountyil.gov/STAR | www.facebook.com/pages/Toni-Preckwinkle | www.twitter.com/ToniPreckwinkle

This report shows the services Cook County provides, which are paid for by the taxes we collect. It shows how well we're providing them and where we want to improve. **We want to hear from you:**

What are your ideas for improving County services?
 What do you think of our goals and measures?
 How well does our data reflect your experience?

You can share your views on our website:

<http://www.cookcountyil.gov/STAR>

What does this department do and what services do they provide?

What is the department trying to achieve and what goals have they set?

How do we measure progress to these goals?

Measures that are on target get a star.

STAR FACILITIES MANAGEMENT OFFICE OF THE PRESIDENT		Facilities Management Goals					
Jim D'Amico Director 312.603.0345 Jim.DAmico@cookcountyl.gov		2010 Actual	2011 Target	Q3 YTD Actual	Q3 YTD Target	Q3 YTD Variance	
MAINTAIN AND OPERATE COOK COUNTY FACILITIES IN A COST EFFECTIVE MANNER BOTH THE GENERAL PUBLIC AND VARIOUS COOK COUNTY DEPARTMENTS IN ORDER HAVE A SAFE AND FUNCTIONAL ENVIRONMENT SO THAT DEPARTMENTS MAY PROVIDE SERVICES OUTLINED IN THEIR MISSION.		1. Comply with Federal Mandates					
		% substantial compliance determined by DOJ Monitor's semi-annual inspection report					
		N/A	75.0%	80.0%	80.0%	41.0%	10%
		% of JSDC calls that are closed due to facilities maintenance					
		N/A	2.0%	7.0%	1.0%	2.0%	5%
		ACTION: Susan and Irvington 30 year leases expired as a result of DOJ agreed order which have a 4 year sunset clause					
MANDATES, PROGRAMS, AND KEY ACTIVITIES		2. Improve Energy Efficiency					
Federal Department of Justice Agreed Order		Reduce total kWh consumed by 5% from March through August through Strategic Energy Competition Alliance					
Federal Department of Juvenile Justice Memorandum of Agreement		N/A	20.0%	15.4%	24.2%	20.0%	-27%
Life Safety Requirements of Authorities Having Jurisdiction		Reduce maximum peak demand (kW) by 10% from March through August through Strategic Energy Competition					
		N/A	\$1,883	\$2,495	\$0,807	\$2,495	0%
		Dollars saved due to reduced energy usage for the period of March through August					
		N/A	\$250,000	\$281,087	\$1,187,587	\$250,000	367%
		ACTION: Battle of the Bulls competition ends off 10/1/11 with the City of Chicago.					
Compliance: Environmental Records and all life safety maintenance, inspection and testing scheduling, tracking and documentation at all County properties.		3. Improve Efficiency and Reduce Operating Costs					
Outlying: Maintenance of all facilities outside of the Department of Corrections (total square footage 5,476,773)		Total outdial operating costs per square foot (3,800,000 sq ft)					
		N/A	\$2.12	\$1.21	\$1.76	\$1.88	71%
		Overall Facilities Management operating costs per square foot (15,276,193 sq ft)					
		\$3.40	\$3.45	\$1.04	\$2.07	\$2.00	0%
		Average number of days to complete regular work orders in commercial buildings					
		N/A	4.0	5.0	3.0	4.0	-12%
		ACTION: Custodial transferred on 3/1/11 to Facilities Management.					
		ACTION: BOMA (industry standard 8 hour office hours) versus two DFM 24/7 detention centers.					
PERFORMANCE TRENDS		4. Ensure Life Safety Code Compliance in All Buildings					
		% of fire alarm system panels that are in normal mode 24/7 (excluding preventive maint)					
		N/A	90%	90%	90%	90%	7%
		% of life safety equipment testing, inspection, & maintenance performed as required					
		N/A	90%	90%	90%	90%	0%
		% of preventative maintenance work orders completed within the required time frame					
		N/A	90%	90%	88%	90%	-2%
		% of equipment that required corrective action during testing, inspection, & maintenance					
		N/A	5%	10%	0%	5%	4%
		ACTION: Eight (8) authorities having jurisdiction to comply with.					
		5. Improve Customer Satisfaction					
		Average satisfaction score on Custodial Services survey					
		N/A	3.0	3.0	3.0	3.0	N/A
		% reporting satisfied with the facilities (walls, floors, art, etc)					
		70%	70%	N/A	N/A	N/A	N/A
		ACTION: Annual survey will be distributed October '14.					

How much do they spend?
Three quarters through the year, are they within their budget? Note: **Year to date is December 1–August 31.**

What are we doing to improve performance?

In setting goals, we looked at prior performance. We looked at similar government agencies in other large urban counties and trusted professional associations such as the National Center for State Courts, the National Prosecutors Survey, the Government Finance Officers Association, and the National Performance Management Advisory Commission. Throughout, we consulted the experts in the field.

WHERE WE WERE

COUNTYWIDE

Public Safety

on electronic monitoring per day

2010
ACTUAL

2011
TARGET

2011
Q2

395

395

460*

Finance & Administration

Total Expense (in thousands)

3,025

3,055

1,467

BY OFFICE

Technology

% of help desk calls resolved within 24 hours
(2nd Level)

N/A

50%

50%

State's Attorney

of participants in alternative
sentencing programs

3,934

4,912

2,274

Board of Review

of appeals filed online

N/A

N/A

N/A

WHAT WE NEED TO MONITOR

Public Safety

Average daily jail population - adult

9,003

N/A

8,675

Average daily jail population - youth

312

N/A

305

Healthcare

avg minutes wait time at
Emergency Department (Stroger)

163

180

174

Property & Taxation

of days to complete the tax cycle

679

N/A

TBD

WHAT WE HAVE IMPROVED

2011 Q3	Q3 TARGET	Q3 VARIANCE	
533 *	395	35%	Public Defender has begun asking that all eligible non-violent clients be placed on Electronic Monitoring instead of detained in the jail and greater understanding and comfort by the Bond Court Judges.
2,090	2,254	-7%	Implemented quarterly allotments, created a Financial Data Handbook and training for managers, and generate monthly financial reports to managers for tighter oversight.
64%	50%	14%	Consolidated three help desks and instituted self-service password and email systems to ensure higher quality and more efficient customer services.
6,548	3,684	78%	The State's Attorney's office has expanded the number of alternative sentencing programs available to defendants. Alternative sentencing programs allow persons convicted of a felony to participate in specialized programs.
40	N/A	N/A	The Cook County Board of Review created an online appeals process. The online system creates a more open and convenient appeal process for the taxpayers via the internet.
8,778	N/A	N/A	The number of detainees drives costs in our public safety system.
348	N/A	N/A	
177	180	2%	Increasing ER visits is leading to longer wait times.
TBD	N/A	N/A	We should work to shorten the time it takes to produce a property tax bill for County residents.

* NOTE: Q2 # adjusted & Q3 # for electronic monitoring reported to be the average # of last month in quarter



© Chicago Bicycle Program

FINANCE & ADMINISTRATION

Cook County has 23,000 employees and a 2011 budget of \$3 billion. Such a large organization requires sound management in the areas of budgeting to revenue collection, human resources, purchasing, and other administrative functions.

After the Board passes the budget, responsibility for staying on budget resides with each County agency. Reaching the end of the year without overspending is critical to the County's financial health. These quarterly STAR reports help identify spending patterns that could become problems. Early detection will enable us to adjust spending where needed.

Revenues from fees, taxes, and violations originate from several departments and offices. They are collected either by the Revenue Department in the President's Office or the revenue function within other offices.

Having the right people in the right jobs at the right time is critical. Human resources functions across the County work on filling vacancies, training employees, and managing policies on absence and leaves.

Cook County's Finance & Administration Goals Are:

- 1. Maintain A Healthy Financial Position**
- 2. Collect Money Owed Efficiently And Effectively**
- 3. Support County Workforce Needs Through Timely Hiring
Of Well-Qualified Employees**
- 4. Improve Personnel Oversight**
- 5. Procure Goods Fairly, Timely, & Cost-Effectively**

FINANCE & ADMINISTRATION

1 Maintain A Healthy Financial Position

Personnel and non-personnel spending remaining within budget is necessary for financial viability.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT *	2010 TARGET	2010 ACTUAL	2011 TARGET	2011 YEAR TO DATE TARGET	2011 YEAR TO DATE ACTUAL	2011 YEAR TO DATE VARIANCE
Personnel expense, without overtime	1,879.8	1,685.6	1,858.0	1,357.8	1,282.1	-6% ¹
Overtime expense	52.5	72.3	45.6	33.3	46.4	39% ²
Non-personnel	574.4	629.1	578.4	433.8	432.4	0%
Subtotal	2,506.8	2,387.0	2,482.0	1,824.9	1,760.9	-4%
Payments for bond interest	190.8	190.8	187.1	140.3	131.8	-6%
Pension	186.6	186.6	192.2	144.2	144.2	0%
Allowance for collection	11.6	11.6	8.7	6.5	6.5	0%
Grants	160.8	160.8	185.0	138.8	47.2	-66% ³
Total expense	3,056.6	2,936.8	3,055.0	2,254.7	2,090.6	-7%

* All numbers in \$ millions

1. Personnel expense is showing savings primarily due to the timing of health insurance payments (\$47 million) and vacancies at the Health and Hospital System (\$35 million).
2. Overtime expense is greater than expectation primarily due to vacancies in the Health and Hospital System (\$12 million) and the Sheriff's Office (\$500,000).
3. Grant revenues are recognized only after expenditures are incurred and reimbursements are received from the granting agency.

NOTE: 2011 Year To Date is through August 27 for Personnel and August 31 for Non-Personnel

WHY THESE MEASURES MATTER

It is critical that managers understand their budgets and spend within their limits, especially in these tight financial times.

	2010 ACTUAL	2011 TARGET	2011 YEAR TO DATE TARGET	2011 YEAR TO DATE ACTUAL	2011 YEAR TO DATE VARIANCE
TOTAL EXPENSE: BY OFFICE - \$ MILLION					
Assessor	25.4	23.9	16.2	17.6	8%
Board of Commissioners	7.3	7.4	5.4	4.7	-12%
Board of Election Commissioners	17.3	0.5	0.4	0.3	-3%
Board of Review	8.1	6.8	4.9	5.2	5%
Chief Judge	203.8	201.3	147.8	150.6	2%
Clerk of the Circuit Court	109.4	108.4	79.5	78.8	-1%
County Clerk	31.1	28.7	21.2	20.3	-4%
Health and Hospital System	828.7	825.2	608.3	569.8	-6%
Independent Inspector General	0.9	1.6	1.2	0.7	-36%
Offices Under the President	191.5	185.7	136.1	133.9	-2%
Public Administrator	1.1	1.2	0.9	0.8	-3%
Recorder of Deeds	11.4	11.7	8.6	8.6	1%
Sheriff	448.6	411.2	300.8	318.1	6%
State's Attorney	104.4	92.7	67.8	68.8	2%
Treasurer	12.0	13.9	10.2	9.9	-3%
Fixed Charges	441.9	562.0	415.6	356.8	-14%

NOTE: 2011 Year To Date is through August 27 for personnel and August 31 for non-personnel

HOW WE ARE IMPROVING PERFORMANCE

We are implementing financial controls such as quarterly budget allotments to help prevent departments from spending over budget. We are improving processes to ensure that managers have access to timely financial information to help them make good financial decisions. And through the STAR process we are instituting a culture of data driven financial management.

2. Collect Money Owed Efficiently And Effectively

Timely collection of taxes, fines, fees, & intergovernmental transfers.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT *	2010 ACTUAL	2011 TARGET	2011 YEAR TO DATE TARGET	2011 YEAR TO DATE ACTUAL	2011 YEAR TO DATE VARIANCE
Property tax revenue	333.6	287.2	215.4	215.4	0%
Non-CCHHS Fee Revenue	292.1	275.7	206.4	202.2	-2%
CCHHS Patient Fees	239.6	360.2	230.3	151.2	-34%
CCHHS Medicaid Plan	131.2	131.3	93.8	93.8	0%
CCHHS DSH & BIPA Fees	162.8	140.0	105.0	115.1	10%
Home rule tax revenue	1,001.1	861.4	633.1	633.1	0%
Intergovernmental revenue	89.9	123.3	85.2	85.8	1%
Other revenue	33.3	150.3	60.2	59.9	-1%
Total revenue	2,282.7	2,329.5	1,629.6	1,556.6	-4%

* All numbers in \$ millions

WHY THESE MEASURES MATTER

Revenue collection is fundamental to the ability of government to operate. Evenly and fairly collecting taxes is essential to provide a level playing field for business. Fee revenue is generated from services performed or privileges granted. The County also imposes fines for abuse of ordinances or delinquent taxes. Timely collections of intergovernmental transfers fund County services.

HOW WE ARE IMPROVING PERFORMANCE

President Preckwinkle and Sheriff Dart began a joint effort in August to crack down on business and individuals who want to skirt the Cook County Tobacco Ordinance requiring retailers and individuals to pay the cigarette tax. Cook County Clerk's Office began issuing Civil Union Licenses and Certificates on June 1. During the third quarter of 2011, 1,354 licenses and 1,171 certificates were issued totaling \$65,865 in new revenue.

3. Support County Workforce Needs Through Timely Hiring Of Well-Qualified Employees

Efficiently filling vacant positions improves productivity and reduces the need for overtime.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 TARGET	2011 Q2 YTD ACTUAL	2011 Q3 YTD ACTUAL
# filled positions	N/A	N/A	23,295	23,380
% outstanding requests to fill vacancies as a percent of filled positions	N/A	N/A	1.5%	0.9%

WHY THESE MEASURES MATTER

High vacancy rates for critical positions hurt productivity. Vacancy rates drive overtime spending. When positions are not filled in a timely manner departments are forced to pay existing staff overtime to finish the work. The positions must be filled with qualified individuals in a process that is free of political influence. When political influence unduly affects the hiring process, the Shakman compliance monitor issues a compliance violation.

	CURRENT FILLED POSITIONS	OUTSTANDING REQUESTS TO FILL VACANCIES	Q2 OUTSTANDING REQUESTS / FILLED POSITIONS	Q3 OUTSTANDING REQUESTS / FILLED POSITIONS
OUTSTANDING REQUESTS TO FILL VACANCIES AS A PERCENT OF FILLED POSITIONS: BY OFFICE				
Assessor	358	22	7.3%	6.1%
Board of Commissioners	83	0	4.7%	0.0%
Board of Review	118	0	0.0%	0.0%
Chief Judge	3118	17	2.1%	0.5%
Clerk of the Circuit Court	2071	1	0.0%	0.0%
County Clerk	293	0	0.3%	0.3%
Health and Hospital System	6,502	122	2.2%	1.99%
Offices Under the President	2,140	25	1.5%	1.2%
Recorder of Deeds	203	1	1.0%	0.5%
Sheriff	6,842	27	1.1%	0.4%
State's Attorney	1,522	0	0.3%	0.0%
Treasurer	116	5	5.1%	4.3%

	2010 ACTUAL	2011 TARGET	2011 Q2 YTD	2011 Q3 YTD	2011 YEAR TO DATE VARIANCE
NUMBER OF SHAKMAN SUSTAINED VIOLATIONS					
Offices Under the President	12	0	3	N/A ¹	N/A

NUMBER OF DAYS TO FILL VACANCIES FROM REQUEST TO START DATE					
Offices Under the President	124 ²	90 ³	116	127	-41%

NOTE: FILLED POSITIONS and OUTSTANDING REQUESTS TO FILL VACANCIES are as of August 31, 2011.

1. Number reported via Inspector General semi-annually after Q2 and Q4

2. 2010 Actual modified from Q2 reported to reflect more accurate data

3. Target modified from 60 days to 90 days from Q2 report

4. Improve Personnel Oversight

Effectively managing sick time and attendance increases employee productivity.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	DEC 2010 - FEB 2011 ACTUAL	MAR 2011 - MAY 2011 ACTUAL	JUN 2011 - AUG 2011 ACTUAL
# sick hours per employee per month ¹	6.7	7.2	6.4	7.0

1. Sick time hours include sick and FMLA sick paycodes

WHY THESE MEASURES MATTER

Managing attendance and driving down abuse of sick time privileges has the same benefit as hiring more people, without incurring the additional cost. Accurate timekeeping is essential to managing employee attendance.

HOW WE ARE IMPROVING PERFORMANCE

We established a task force on attendance to focus on sick time, overtime, and Family and Medical Leave Act benefits. We identified the need for new policies and enforcement to increase accuracy and efficiency. We have engaged pro bono partners to overhaul our HR policies and improve our workers compensation procedures.

	2010 ACTUAL	DEC 2010 - FEB 2011 ACTUAL	MAR 2011 - MAY 2011 ACTUAL	JUN 2011-AUG 2011 ACTUAL
# SICK HOURS PER EMPLOYEE PER MONTH: BY OFFICE				
Assessor	7.9	8.7	8.8	8.1
Board of Commissioners	5.5	4.0	2.6	3.9
Board of Review	7.0	8.4	4.2	5.3
Chief Judge	6.3	6.4	6.0	6.6
Clerk of the Circuit Court	7.4	7.3	7.3	7.7
County Clerk	6.6	7.3	5.0	7.8
Health and Hospital System	7.0	7.2	7.2	6.9
Offices Under the President	6.1	6.7	5.9	6.1
Recorder of Deeds	8.1	8.1	7.6	9.2
Sheriff	6.7	7.8	6.0	7.7
State's Attorney	5.4	6.0	5.8	5.7
Treasurer	6.4	6.1	5.6	4.7

NOTE: Benchmarks for sick time usage comparison include: 1) In March 2010, the Federal Bureau of Labor Statistics reported that on average 2.1% of total compensation for state and local government workers is for paid sick leave; this equates to 3.6 hours per employee per month. 2) In 2011 the City of Austin, Texas, targeted a sick time rate of 5.2 hours per employee per month which equals 31.0 hours sick leave per 1,000 hours of scheduled work. This target is lower than the city's 2010 actual rate of 6.3 hours per employee per month.

HOW WE PLAN TO IMPROVE OUR MEASURES

Workers compensation measures will be included in future reports. We are developing measures that show the effectiveness of our internal controls and the true cost of workers compensation to each department.

5. Procure Goods Fairly, Timely And Cost-Effectively

Efficient purchasing lowers government's costs and helps agencies get the goods and services they need.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 TARGET	2011 Q2 YTD	2011 Q3 YTD	2011 YTD VARIANCE
# days on average to complete a purchase - from request to purchase order completion	===== Working to have this for next report =====				
# vendors bidding per project	N/A	5	7	5	0%
# days to pay an invoice	===== Working to have this for next report =====				

WHY THESE MEASURES MATTER

Efficient and effective procurement lowers the cost of government. A rapid purchasing process allows a department to receive what it needs in a timely manner. The number of vendors bidding increases the quality of the winning bid and lowers the price of the good or service.

HOW WE ARE IMPROVING PERFORMANCE

The Purchasing Department did a review of best practices and presented reforms that were passed by the Board of Commissioners in September. The reforms re-organize and streamline the procurement process to avoid unnecessary delays, clarify provisions, provide internally consistent definitions, and eliminate the redundancy and inconsistency of certain provisions.

HOW WE PLAN TO IMPROVE OUR MEASURES

We are working on a system that will allow us accurately map the length of time it takes to complete a purchase, from request to order completion.



HEALTHCARE

Cook County is responsible for providing crucial health care services to over five million residents, regardless of residents' economic status or ability to pay.

The Cook County Health & Hospitals System (CCHHS) oversees a comprehensive, integrated system of healthcare throughout Chicago and suburban Cook County through its seven affiliates: three hospitals, Stroger, Provident and Oak Forest; a growing ambulatory and community health network that includes Provident and Oak Forest; the Cermak correctional healthcare facility; the CORE center for HIV/AIDS and infectious diseases treatment; and the Department of Public Health.

CCHHS offers a broad range of services from specialty to primary care to emergency, acute, outpatient, rehabilitative, long-term and preventative care. The health system employs approximately 6,500 workers, making it one of the largest public health systems in country. Operations and policy are governed by an independent board. Goals and measures in this report reflect the goals in the system's strategic plan.

The budget for CCHHS is over \$900 million for 2011.

Cook County's Healthcare goals are:

- 1. Improve Access To Healthcare Services**
- 2. Improve Quality, Service Excellence, & Cultural Competence**
- 3. Develop Leadership & Stewardship**
- 4. Improve Public Health**

HEALTHCARE

1. Improve Access To Healthcare Services

Access is the first step in obtaining quality healthcare. Barriers to access may result in adverse health outcomes.

HOW THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
# of inpatient admissions (Stroger & Provident)	28,191	12,946	19,775	25,970
# of outpatient registrations	1,163,977	562,988	861,218	1,222,176
# of Emergency Department registrations (Stroger & Provident)	167,525	84,997	130,654	166,000
# of ambulatory provider visits	641,068	301,129	453,759	641,068

WHY THESE MEASURES MATTER

These measures cover the spectrum of access to primary care, specialty care and emergency treatment. Improving access is about making the right treatment available to patients at the right place and the right time.

HOW WE ARE IMPROVING PERFORMANCE

CCHHS is improving its healthcare delivery model to provide more services in areas of high demand. It is addressing unmet needs for primary care and specialty care services. Thus, the number of ambulatory provider visits and outpatient registrations should increase over time. At the same time, increased operational efficiency will reduce patient wait time to access services. Timely access to primary care and diagnostic services is important, because diagnosing illness in earlier, more treatable stages may improve patient outcomes.

	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
ACCESS TO OUTPATIENT SERVICES				
# days to 3rd next available appointment for new diagnostic mammography patients (Stroger)	N/A	70 ¹	72 ⁴	30
# patients referred and waiting more than 21 days for colonoscopy procedure	N/A	4,431 ²	4,556 ⁴	4,200
# patients referred and waiting more than 21 days for urology TRUS ³ biopsy clinic	N/A	372 ²	451 ⁴	300

ACCESS TO EMERGENCY TREATMENT				
% patients who left Emergency Department without being seen (Stroger Hospital)	11.4%	12.8%	12.7%	10.0%

ACCESS TO AMBULATORY CARE PROVIDERS				
# days to 3rd next available appointment for new primary care patients (GMC site)	27	21 ¹	21 ⁴	30

1. June 2011 2. May 2011 3. Transrectal ultrasound used to diagnose prostate cancer 4. August 2011

2. Improve Quality, Service Excellence And Cultural Competence

Higher quality of care leads to higher quality of life for Cook County residents.

HOW THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
Pneumonia inpatient risk adjusted mortality rate (Stroger)	11.7% ¹	11.4% ¹	Annual Number ¹	11.9%
Pneumonia inpatient risk adjusted mortality rate (Provident)	11.8% ¹	10.3% ¹	Annual Number ¹	11.9%
# Avg minutes wait time at Emergency Department (Stroger)	163	174	177	180
# Avg minutes wait time at Emergency Department (Provident)	133	112	114	130
% of patients rating Stroger Hospital the "Best Hospital" ³	54%	53% ²	51% ⁴	60%
% of patients rating Provident Hospital the "Best Hospital" ³	49%	55% ²	54% ⁴	60%

1. Reported Annually in Q2 2. March 2011 data only 3. % of patients who gave hospital a rating of 9 or 10 on a scale of 0 (lowest) to 10 (highest) for the global rating on HCAPHs survey 4. FYTD Aug are from 2nd quarter FY11 reported in August 2011

WHY THESE MEASURES MATTER

Quality of care can be thought of as receiving the best treatment possible, free of errors or mistakes and provided by helpful and respectful medical professionals. Measuring quality can be challenging, but healthcare stakeholders have developed standard tools to do so. The patient mortality and patient satisfaction scores reported here are standard quality measures that are reported to Federal and State agencies and benchmarked across hospitals. This report also highlights progress toward remedying a key source of patient dissatisfaction – wait time for emergency department visits. More quality of care measures can be found in the CCHHS affiliate STAR reports.

3. Develop Leadership And Stewardship

Leadership and stewardship is critical for ensuring long-term sustainable healthcare for Cook County residents.

HOW THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
# full time equivalent medical residents	471	228.35 ¹	335.5	450
# medical students	1,389	771 ¹	1,292	1,500
# full time equivalent personnel per adjusted occupied bed (Stroger) ²	N/A	4.93 ⁴	4.75 ³	5.65
# full time equivalent personnel per adjusted occupied bed (Provident) ²	N/A	6.95 ⁴	5.43 ³	4.70
\$ cash collected	\$534 M	\$170 M	\$359 M	\$632 M

1. Actual YTD Q2 has been altered since previous publication 2. Metric measures overall staffing levels in relationship to hospital inpatient and outpatient activity. Provider practices and physician clinics are excluded (hours and revenues)

3. Actual YTD is based on last pay period of the quarter 4.Q2 number has been updated from April 2011 data to May 2011 data

WHY THESE MEASURES MATTER

CCHHS provides a critical service for the public by developing exceptional physicians and healthcare leaders. County physicians have been pioneers in the use of important medical and surgical techniques. CCHHS hospitals are recognized as leading teaching centers, offering a wide array of residency and fellowship programs where resident and attending physicians work together to meet the needs of the area's multi-ethnic population. In addition, CCHHS is focused on improving operational efficiency and fiscal responsibility to ensure long-term system sustainability and competitiveness.

4. Improve Public Health

Promoting personal and community health, preventing illness and detecting diseases early improves the quality of life for Cook County residents.

HOW THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
# Environmental Health Service Inspections performed in suburban Cook County	6,495	3,135	4,527	6,820
# client clinic visits (dental, family planning, immunizations, prenatal intake, sexually transmitted infections)	19,148	Annual number	Annual number	N/A
# reported cases of STDs (syphilis, gonorrhea, chlamydia)	9,503	Annual number	Annual number	N/A

WHY THESE MEASURES MATTER

The mission of the Cook County Department of Public Health (CCDPH) is to protect and promote health while preventing illness, disability and premature death among all residents of suburban Cook County. Environmental health inspections play a critical role in achieving this mission. Examples of this work include: preventing the spread of food borne illnesses by restaurants, enforcing tobacco regulations, and protecting County residents from mosquito-borne illnesses. Furthermore, CCDPH's strategic plan identifies four key areas of focus: chronic disease prevention, youth sexual health improvement, violence prevention, and access to healthcare services.



PUBLIC SAFETY

Cook County is responsible for public safety for 5.3 million residents. The County provides a court system, a jail system, a police force, prosecution, and public defense.

We operate the second largest unified court system in the world, and hear civil, criminal, and administrative cases.

The Cook County Jail is the largest single-site pretrial detention facility in the United States, and the Juvenile Temporary Detention Facility was the first and is the largest juvenile detention facility in the country.

Our police force conducts investigations, makes arrests, and provides other police services to unincorporated Cook County, as well as coordinating with municipal police forces throughout the County.

The public safety budget is more than \$1.2 billion for 2011.

Cook County's Public Safety goals are:

- 1. Reduce Jail Population & Cost**
- 2. Increase Public Safety**
- 3. Promote Reintegration**
- 4. Ensure Fair & Equitable Access to Justice**

PUBLIC SAFETY

1. Reduce Jail Population And Cost

High levels of detention cause great financial cost to the County and greater social costs to communities.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
Average daily jail cost per inmate - adult (\$)	143	Annual Number	Annual Number	N/A
Average daily jail population - adult	9,003	8,675	8,778	N/A
Average daily population - youth (Juvenile Temporary Detention Center)	312	305 ¹	348	N/A

1. JTDC population in Q2 STAR report used estimated population for May 2011; number changed to reflect actual

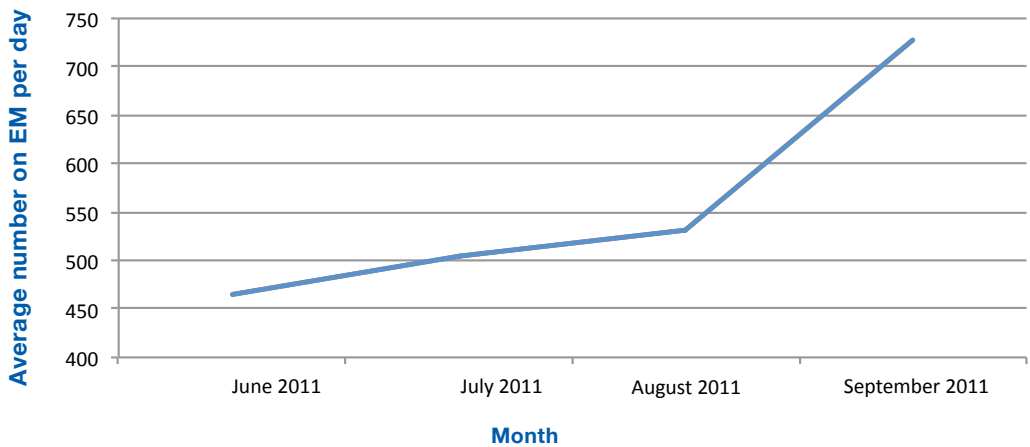
WHY THESE MEASURES MATTER

The Cook County Jail is generally a temporary holding facility. Most defendants await trial there, and most of those convicted at trial remain there until transferred to a state prison. The jail is very expensive for the County to run, and a lower jail population means lower costs. Lowering the jail population also reduces overcrowding, resulting in fewer violent incidents, greater safety for inmates and jail employees, and lower costs for medical treatment.

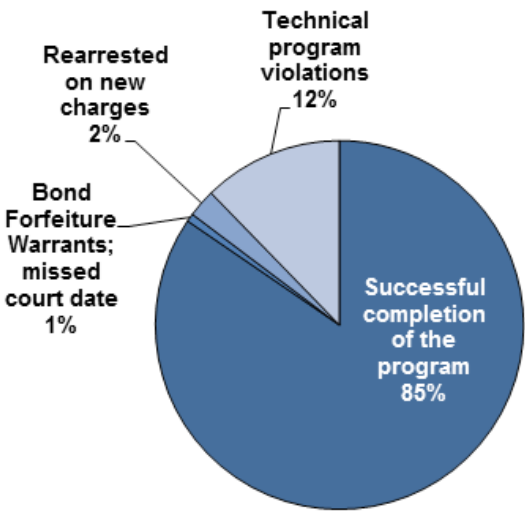
HOW WE ARE IMPROVING PERFORMANCE

The keys to lowering the jail population are getting defendants to trial faster and the court ordering non-violent offenders to await trial in the electronic monitoring, day reporting, and other diversion programs. In September the Public Defender's Office began asking that all of their non-violent clients be placed on Electronic Monitoring. Judges at Bond Court, through a greater understanding and comfort with the process, have begun assigning more defendants to the program.

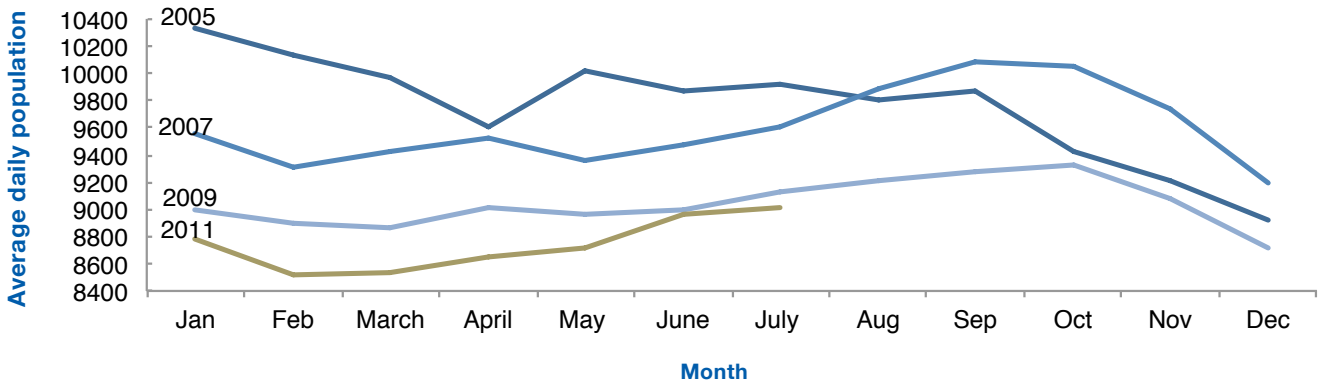
ELECTRONIC MONITORING TRENDS



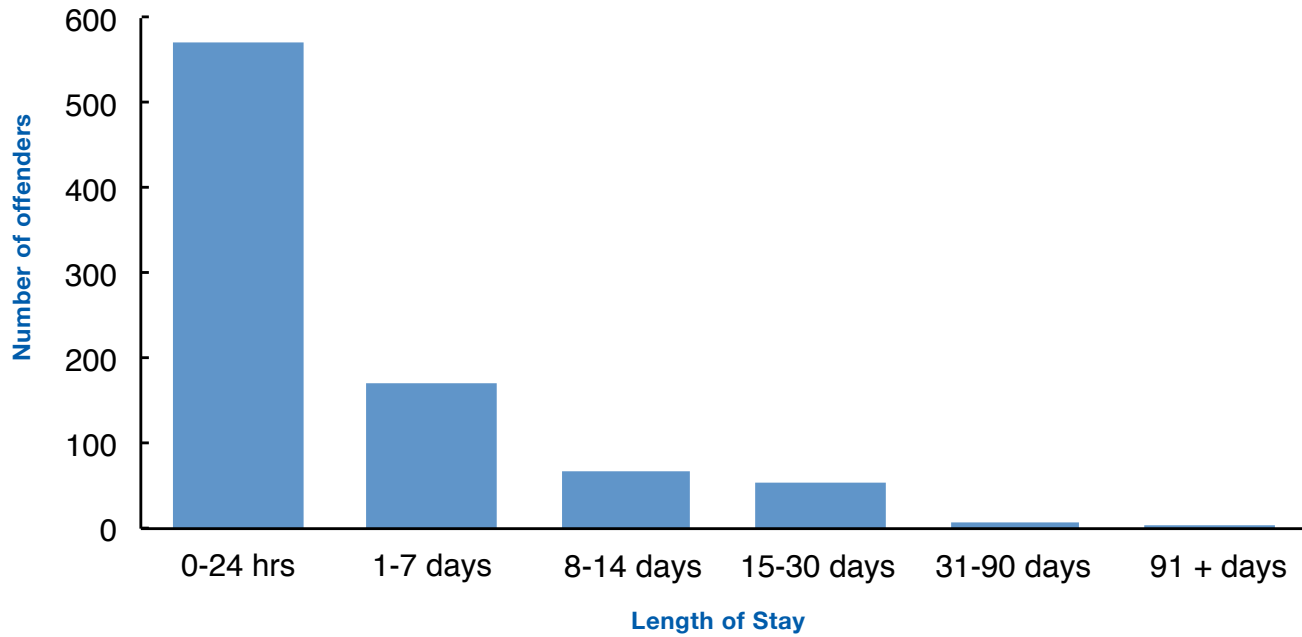
**ELECTRONIC MONITORING COURT ORDERED PROGRAM COMPLETIONS
(JAN 1-SEPT 28, 2011)**



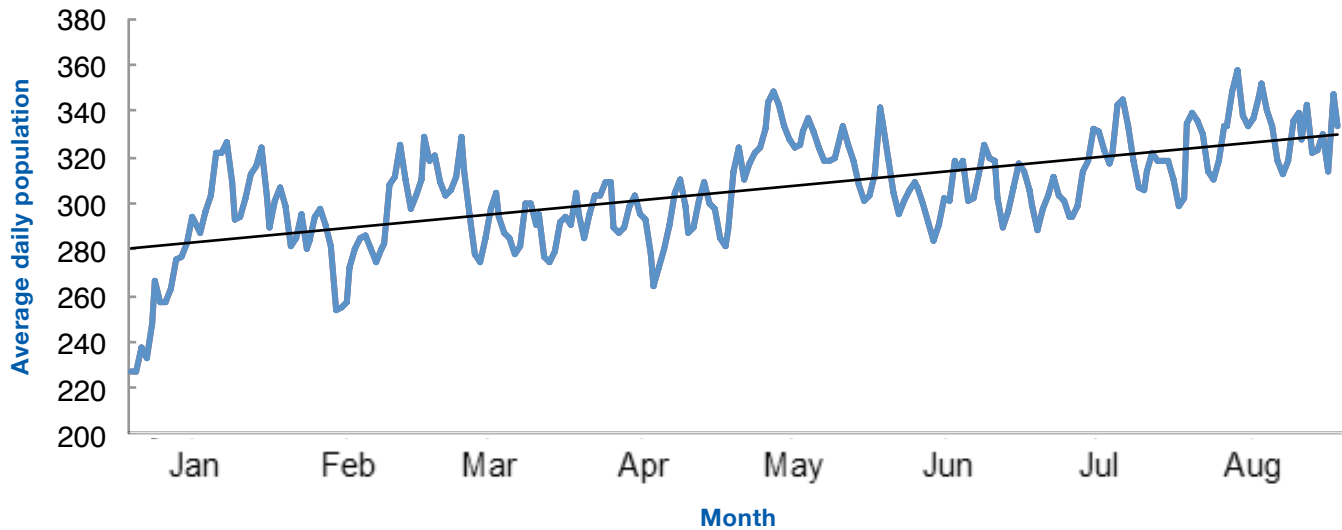
**COOK COUNTY DEPARTMENT OF CORRECTIONS:
AVERAGE DAILY JAIL POPULATION**



JUVENILE TEMPORARY DETENTION CENTER: RELEASED OFFENDERS AVERAGE LENGTH OF STAY



JUVENILE TEMPORARY DETENTION CENTER: AVERAGE DAILY POPULATION



	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
SHERIFF				
Maximum capacity of alternative programs (Boot Camp, Impact, Pre-Release, Day Reporting)	N/A	1,571	1,571	N/A
Average daily open beds for male general population ²	411	566	571	N/A
# on electronic monitoring per day	395	460 ¹	533 ¹	>395

PUBLIC DEFENDER	
# requests for electronic monitoring	Implementing technology system to track
# I-Bond ³ requests	
# diversion requests	

CLERK OF THE CIRCUIT COURT				
# of people who bonded out of jail County wide	TBD	TBD	TBD	TBD
# of people who bonded out of jail via credit card	1,729	678	1,345	1,625

STATE'S ATTORNEY				
% diversions offered and agreed to	15%	11%	14%	N/A

1. Q2 # adjusted & Q3 # reported to be the average # of last month in quarter

2. Months surveyed were Jan, May, Sept 2010

3. **I-Bond**: short for "Individual Bond" which means the defendant is released on his own personal recognizance.

	2010 ACTUAL	2011 TARGET	2011 YEAR TO DATE ACTUAL
CHIEF JUDGE			
# orders to electronic monitoring, I-Bond, pre-trial services			
# probation violations			
# people ordered to probation with links to services			
# people referred to case management plans			
# video conference status hearings			
The Chief Judge asked the Clerk of Circuit Court to provide court data on 9/27			

HOW WE PLAN TO IMPROVE OUR MEASURES

The Office of the Chief Judge authorized the Clerk of the Circuit Court to provide court data for the STAR program on September 27, 2011. Data from the judiciary will show whether cases need to move more quickly and where there are opportunities to minimize jail time. We are working with the Clerk's office to provide quality measures for the next report.

2. Increase Public Safety

Neighborhoods, streets and schools safe from violence are essential to a healthy and productive County.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
# of violent crimes in all of Cook County	=====	Expected in 2012	=====	
# of index crimes in all of Cook County	=====	Expected in 2012	=====	

WHY THESE MEASURES MATTER

Crime is corrosive to society. Residents' quality of life is affected by whether they feel safe in their communities. Police investigations, arrests, and successful prosecutions increase safety by removing criminals from communities.

HOW WE ARE IMPROVING PERFORMANCE

Workforce training, education, and job skills investments can prevent potential offenders from engaging in criminal behavior. We are improving the overall performance of our workforce training programs and developing programs for ex-offenders.

Alternative prosecution programs enable non-violent, first-time felony offenders to avoid a felony trial and conviction if they successfully complete an intensive alternative prosecution program. Alternative sentencing programs allow persons convicted of a felony to participate in specialized programs such as mental health and drug treatment for the sentencing phase of their criminal case. The State's Attorney's Office has expanded the number of alternative prosecution and sentencing programs available to defendants.

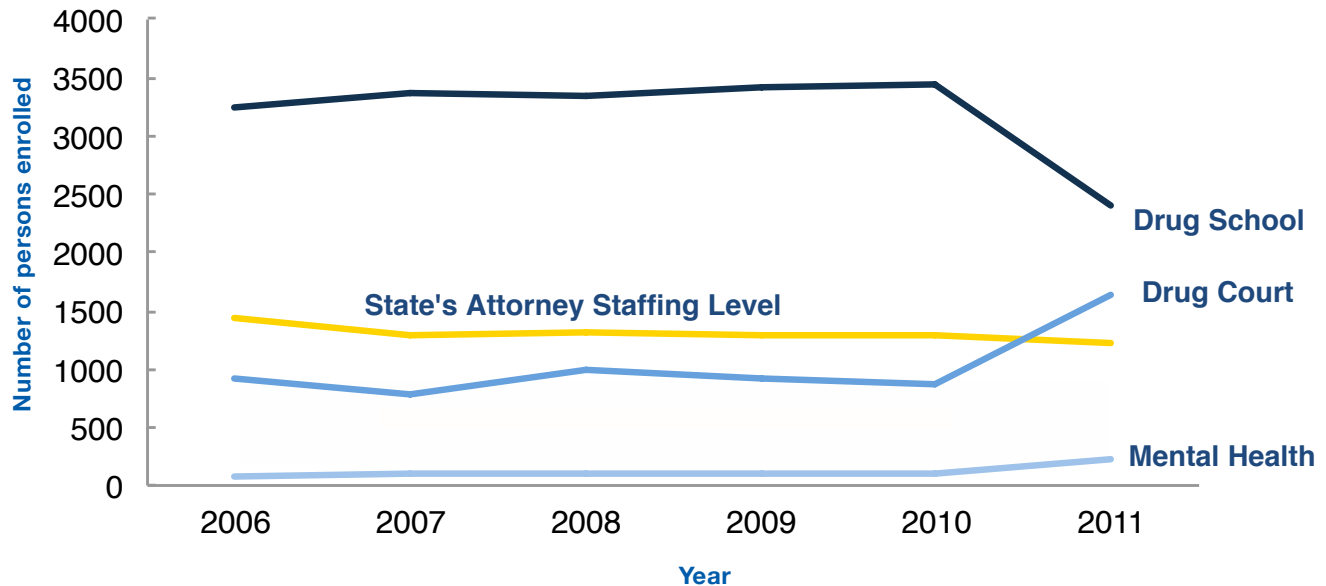
	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
SHERIFF				
# cases assigned for investigation	3,423	1,700	2,873	N/A
# cases cleared / solved	Working to have this for next report			
# of violent crimes in unincorporated Cook County	288	84	240	N/A

CHIEF JUDGE				
# cases disposed	The Chief Judge asked the Clerk of Circuit Court to provide court data on 9/27			
# average days sentenced				

STATE'S ATTORNEY				
# felony arrests referred	TBD	TBD	TBD	TBD
% gun charges filed	14%	15%	6%	N/A
# participants in alternative prosecution programs ¹	3,418	1,870	2,385	4,015
# participants in alternative sentencing programs ¹	3,934	2,274	6,548	4,912

1. The State's Attorney's Office has expanded the number of alternative prosecution and sentencing programs available to defendants. Alternative prosecution programs enable non-violent, first-time felony offenders to avoid a felony trial and conviction if they successfully complete an intensive alternative prosecution program. Alternative sentencing programs allow persons convicted of a felony to participate in specialized programs such as mental health and drug treatment for the sentencing phase of their criminal case.

DIVERSION & ALTERNATIVE PROSECUTION PROGRAMS: PERSONS ENROLLED COUNTYWIDE



NEW MEASURES FOR THIS REPORT

We have added a trend chart that shows the utilization of alternative sentencing and prosecution programs over the past five years countywide.

HOW WE PLAN TO IMPROVE OUR MEASURES

Through the City-County Collaboration we are working to improve the exchange of data between City and County agencies. Currently there is no coordinated exchange of data between separate governments or agencies. We are currently developing an inventory of what each agency collects to identify the overlap as well as the gaps. At the moment, each municipality is responsible for collecting and reporting crime data. Through this collaboration, we hope to have an automated collection process from all of the crime reporting agencies.

3. Promote Re-integration

Prevention and intervention help end the continuous cycle of arrest and incarceration.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 TARGET	2011 YEAR TO DATE ACTUAL
% recidivism	Working on data sources and calculation for reporting ¹		
% jail population charged with violent and other offenses			

1. The Sheriff's Reentry Council Research Bulletin of March 2011 studied "those admitted to and discharged from the Cook County Jail during 2010." The study reported that 53.2% "of those released from the Cook County Jail in 2007 as a result of a conviction and sentence were back in the jail within 3 years." The study further reports that "[i]n terms of the crime associated with admissions to the jail during 2010, the single largest category of admissions to the jail were accounted for by violent crimes (30%)." These figures do not indicate whether inmates in the jail on non-violent charges had previous violent criminal records. They also required significant research and analysis of many sources of data, including the Illinois Department of Corrections. We are actively working on ways to simplify and standardize these measures for next year's reports.

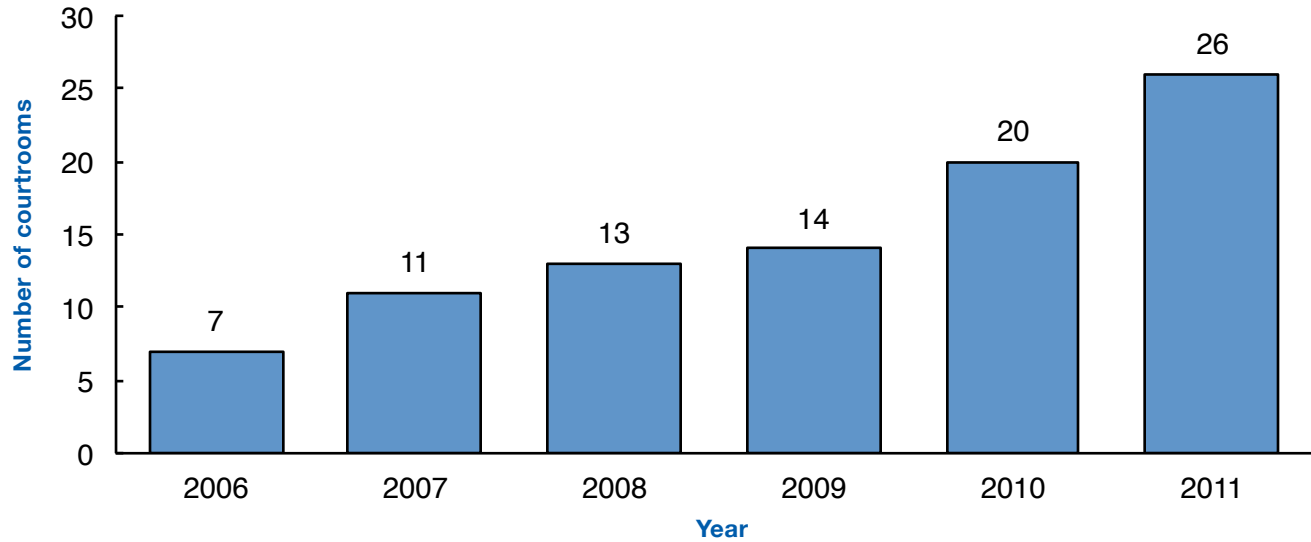
WHY THESE MEASURES MATTER

Offenders with a criminal record may struggle to find housing or work, so they may return to substance abuse and criminality and ultimately end up back in jail, court ordered.

HOW WE ARE IMPROVING PERFORMANCE

We are increasing use of re-entry programs that divert non-violent offenders into rehabilitative programs, such as those operated by the Sheriff's Department of Reentry and Diversion Programs. The State's Attorney is increasing the number of courts dedicated to alternative sentencing and prosecution programs.

DIVERSION & ALTERNATIVE COURTS: NUMBER OF COURTROOMS COUNTYWIDE



NEW MEASURES FOR THIS REPORT

We have included a chart showing the increase in the number of courtrooms devoted to alternative sentencing and prosecution programs.

	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
SHERIFF				
# new admissions to alternative programs (Boot Camp, Impact, Pre-Release, Day Reporting)	3,339	1,902	2,917	N/A
# of eligible detainees ¹ who receive comprehensive continuum of care plans	37	63	100	100
# of eligible detainees ¹ who are linked with external service providers	37	63	100	100

1. Eligible detainees are recipients of reentry grant services and sentenced to probation

	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
PUBLIC DEFENDER				
# diversion requests	Implementing technology system to track			

STATE'S ATTORNEY				
% diversions offered and agreed to	15%	11%	14%	N/A
% deferred prosecutions	0%	0%	1%	3%

CHIEF JUDGE	
# people ordered to diversion programs # people referred to case management plans % violate probation % complete probation % show for first services report date	The Chief Judge asked the Clerk of Circuit Court to provide court data on 9/27

4. Ensure Fair & Equitable Access To Justice

A rapid trial and a fair process is necessary to protect & uphold the fundamental rights, liberties and dignity of all persons.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
# days on average to disposition at trial level	218	208	236	N/A
% cases overturned on appeal	0.18%	0.13%	0.06%	N/A
% clearance rate ¹ - felony cases	98%	96%	96%	100%
% clearance rate ¹ - misdemeanor cases	107%	99%	99%	100%

1. Number of cases resolved as percentage of number of new cases filed for all prosecuted cases

WHY THESE MEASURES MATTER

Every individual has a constitutional right to a fair and speedy trial. When cases enter the system faster than they are decided (cleared), the backlog of cases in the courts builds, the caseload of prosecutors and public defenders grows, and time to trial lengthens. When a case is delayed through motion states or continuances, the defendant's stay in jail is extended.

HOW WE ARE IMPROVING PERFORMANCE

When a defendant has one attorney that is responsible for their case the defendant is more likely to build a close and confidential attorney-client relationship. The Public Defender's Office is expanding the use of "vertical representation", whereby the same attorney initially assigned to a case provides continuous representation throughout the court proceedings.

	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
PUBLIC DEFENDER				
% clearance rate ² - felony cases	115%	112%	112%	100%
% clearance rate ² - misdemeanor cases	98%	82%	73%	100%
% felony cases receiving vertical representation ³	11%	10%	12%	N/A

STATE'S ATTORNEY				
# motion states requested	TBD	TBD	TBD	TBD

CLERK OF THE CIRCUIT COURT				
# criminal misdemeanor case filings	194,109	64,168	127,447	154,000
# criminal felony case filings	31,700	11,925	22,692	28,000
# of civil cases filed	N/A	165,808	174,048	N/A
# of appeals in civil cases	N/A	1,036	1,729	N/A
# of traffic cases filed	N/A	393,904	423,898	N/A

2. Number of cases resolved as percentage of number of new cases filed for public defense cases only

3. Same attorney continuously represents the client from initial assignment through trial and sentencing as recommended by the American Bar Association

NEW MEASURES FOR THIS REPORT

We heard from you that access to civil and traffic courts is also an important factor to ensuring fair & equitable access to justice. In this report, we added measures for the civil and traffic courts.

	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
CHIEF JUDGE				
# continuances granted	The Chief Judge asked the Clerk of Circuit Court to provide court data on 9/27			
# average days to trial				

HOW WE PLAN TO IMPROVE OUR MEASURES

The Office of the Chief Judge authorized the Clerk of the Circuit Court to provide court data for the STAR program on September 27, 2011. We are working with the Clerk's office to provide quality measures for the next report.



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PROPERTY & TAXATION

Cook County administers the second largest property taxation system in the U.S., with 1.8 million parcels of real estate. Taxes collected support 498 local governments.

Key functions of the system are assessment, appeals, billing, and tax collection.

The County assess one third of the region each year, rotating among the northern suburbs, the southern suburbs, and the City of Chicago. The value of each property is determined by a mass appraisal system rather than on an individual basis.

Taxpayers can appeal their assessments before the tax rate is calculated. Bills are sent to property owners twice per year.

The budget for the property and taxation function is \$53 million in 2011.

Cook County's Property & Taxation goals are:

- 1. Ensure A Fair & Accurate Property Valuation & Appeals Process**
- 2. Ensure Efficient, Timely & Effective Assessment & Billing**
- 3. Collect Property Taxes In A Timely Manner**
- 4. Minimize Duplicative Property Tax Payments And Process Refunds Quickly**
- 5. Increase Taxpayer Self-Service Transactions & Access To Information**

PROPERTY & TAXATION

1. Ensure Fair & Accurate Property Valuation & Appeals Process

Assessments determine the value of property for purposes of taxation. Accuracy in assessments and fairness in appeals ensures this valuation is equitable.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	PRIOR TAX YEAR ACTUAL	CURRENT TAX YEAR TARGET	CURRENT TAX YEAR ACTUAL
# appeals filed with Assessor & Board of Review	701,243	N/A	Annual number

WHY THESE MEASURES MATTER

Cook County uses a mass appraisal system to establish property assessments for each parcel of residential real estate. The quality of the mass appraisal will be measured by statistical outputs from the system. A property owner's choice to appeal is an indication of open access to an appeal system, as well as an opportunity for taxpayers to customize the mass appraisal based on individual property characteristics. The percent of appeals upheld shows both the responsiveness to individual circumstances and the initial accuracy of the system.

ASSESSOR

% appeals upheld by Assessor review	47%	N/A	Annual number
# appeals filed with Assessor	262,243	N/A	Annual number
% parcels appealed to Assessor	14%	16%	Annual number

	2010 ¹ ACTUAL	2011 Q2	2011 Q3	2011 ² TARGET
BOARD OF REVIEW				
# appeals filed with Board of Review	439,000	382,783	386,320	N/A
% of appeals receiving relief	Working to have this for next report			

1. 2010 Actual year is based on Board of Review tax year starting September 2009 and ending September 2010

2. 2011 Target year is based on Board of Review tax year starting September 2010 and ending August 2011

HOW WE PLAN TO IMPROVE OUR MEASURES

The Assessor's Office will identify appropriate measures for showing the relationship of three year market trends to the triennial assessment and the accuracy of current assessed market values in tracking market trends. The Assessor will also provide a measure to reflect the impact of foreclosures, underutilized land, tax delinquent parcels, and abandoned properties on residential valuation methods.

2. Ensure Efficient And Timely Assessment & Billing

Efficient and timely processing results in lower costs to the County and a predictable billing cycle to property owners.

HOW COOK COUNTY MEASURES THIS GOAL			
MEASUREMENT	PRIOR TAX YEAR ACTUAL	CURRENT TAX YEAR TARGET	CURRENT TAX YEAR ACTUAL
# days to complete tax cycle ¹	679	N/A	N/A
# days to test for accuracy	12	N/A	10
\$ costs per parcel ²	\$24.48	\$23.98	\$17.67
# parcels per full-time employee ³	2,865	3,219	3,219

1. Tax cycle measured from start of assessment to due date of final installment of tax bill

2. Total expenditures for Assessor, Board of Review and Treasurer divided by total number of parcels

3. Total number of parcels divided by budgeted FTEs for Assessor, Board of Review, and Treasurer

WHY THESE MEASURES MATTER

The tax system is an efficient multiple step process, and each step must be timely for the whole system to work. The measures on the following pages show both the length and efficiency of each step. Efficiency is measured in shorter time, fewer personnel, or lower cost per unit of work. Some parcels have more transactions in a year due to the three year assessment cycle and number of appeals, so efficiency can be measured across total parcels or total transactions, or the total 3 year cycle.

	PRIOR TAX YEAR ACTUAL	CURRENT TAX YEAR TARGET	CURRENT TAX YEAR ACTUAL
ASSESSOR			
# days to complete triennial assessment - South ('08, '11)	456 ⁴	N/A	Annual number
# days to complete triennial assessment - City ('09, '12)	445 ⁵	N/A	Annual number
# days to complete triennial assessment - North ('10, '13)	398 ⁶	N/A	Annual number

4. 2008 Tax Year, the most recent comparison for the southern suburbs

5. 2009 Tax Year, the most recent comparison for the city

6. 2010 Tax Year, the most recent comparison for the northern suburbs

	2010 ¹ ACTUAL	2011 Q2	2011 Q3	2011 ² TARGET
BOARD OF REVIEW				
# of days to hear and close all appeals	366	Annual number	320	N/A

1. 2010 Actual year is based on Board of Review tax year starting September 2009 and ending September 2010

2. 2011 Target year is based on Board of Review tax year starting September 2010 and ending August 2011

	PRIOR TAX YEAR ACTUAL	CURRENT TAX YEAR TARGET	CURRENT TAX YEAR ACTUAL
TREASURER			
# of days for printing, folding & inserting 2nd installment tax bills	9	N/A	9

HOW WE PLAN TO IMPROVE OUR MEASURES

We are working to develop a more sophisticated measure of the cost of the assessment and appeal functions per parcel, which we will work to include in future reports.

3. Collect Property Taxes In A Timely Manner

Timely collection provides income stability to local governments and helps them avoid interest costs of tax anticipation bonds.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	PRIOR TAX YEAR ACTUAL	CURRENT TAX YEAR TARGET	CURRENT TAX YEAR ACTUAL
% of tax dollars collected by due date	89%	TBD	TBD

WHY THESE MEASURES MATTER

Over 2,000 agencies rely on Cook County to collect their property taxes so that they can fund their operations. If property taxes are not paid in a timely manner to the County it is difficult to quickly provide this revenue to other jurisdictions.

	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
TREASURER				
% property tax parcels paid electronically ³	78%	83%	82%	82%

3. Payments paid online and through bank branches divided by sum on online, bank branch and mail payments

HOW WE ARE IMPROVING PERFORMANCE

Electronic payment is more convenient for taxpayers and can increase the timeliness of tax collection.

4. Minimize Duplicative Property Tax Payments And Process Refunds Quickly

Error free collection minimizes inconvenience to taxpayers and reduces administrative costs.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ¹ ACTUAL	2011 Q2 YTD	2011 Q3 YTD	2011 ² TARGET
# refund payments	163,058	N/A	129,159	N/A
# weeks on average to process refunds	7	5	5	6

1. 2009 Tax Year

2. 2010 Tax Year

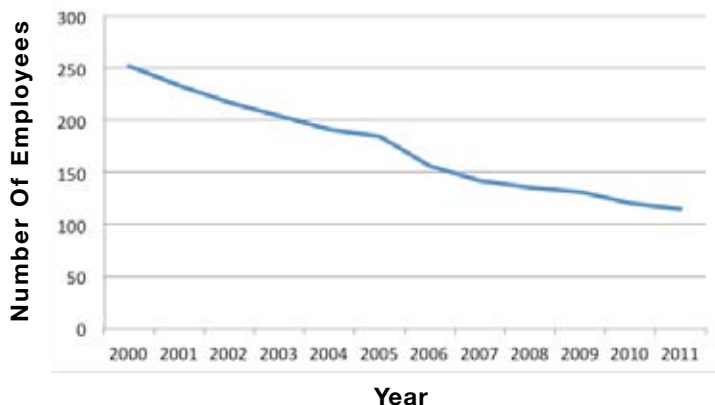
WHY THESE MEASURES MATTER

Occasionally taxpayers will inadvertently pay their property taxes twice. Typically these are instances where a homeowner pays the tax without understanding that their bank has already paid the property taxes.

HOW WE ARE IMPROVING PERFORMANCE

The Treasurer implemented STOPS to help prevent the collection of duplicate and over tax payments. Since its inception in November 2010, the program has stopped 15,238 taxpayers from submitting duplicative error tax payments, totalling more than \$54 million in value.

TREASURER EMPLOYEE POSITION RATE



Reductions in Treasurer's Office Staff have occurred through elimination of vacant positions, through attrition and automation of services, such as the following technological initiatives: STOPS , Automated Tax Sale, Online Investment Auction, Treasury Management System PIN Research Portal, Automated Name Change System, Email System (CRM) , Taxing Agencies Extranet (TAE), Electronic Tax Bill Testing Tool

5. Increase Taxpayer Self-Service Transactions & Access To Information

Online self-service transactions increase options for taxpayers and efficiency of the system. Taxpayers need information to be aware of exemptions and appeals available.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	PRIOR TAX YEAR ACTUAL	CURRENT TAX YEAR TARGET	CURRENT TAX YEAR ACTUAL
% appeals filed online	25%	32%	Annual number
% property tax payments made online ¹	51%	59%	60%

1. Individual and commercial payments made online divided by total number of online, bank branch and mail payments

WHY THESE MEASURES MATTER

Taxpayers seek information through phone calls, in person questions, emails, satellite office visits and website searches. Rapid response provides good customer service and allows the efficiency of the system to be maintained. Online exemption filing is more convenient for taxpayers and saves on data entry and error checking.

HOW WE ARE IMPROVING PERFORMANCE

The Cook County Board of Review created an online appeals process. Property tax appeals had to be filed by paper downtown at the Cook County Building. The online system creates a more open and convenient appeal process for taxpayers, allowing homeowners to appeal their property tax assessment via the Internet.

	PRIOR TAX YEAR ACTUAL	CURRENT TAX YEAR TARGET	CURRENT TAX YEAR ACTUAL
ASSESSOR			
# of minutes on average for phone wait times (peak)	1.6	1.5	Annual number
# of taxpayers that apply for Taxpayer Exemption	3,975	4,500	Annual number

NEW MEASURES FOR THIS REPORT

We included numbers of these online appeals for the first month of the new program.

	2010 ¹ ACTUAL	2011 Q2	2011 Q3	2011 ² TARGET
BOARD OF REVIEW				
# of tax appeals applied for online	N/A	N/A	40	N/A

TREASURER				
# of minutes on average to respond to taxpayer e-mails	9	8	8	8



ECONOMIC DEVELOPMENT

The economic downturn affects residents and business across the region. Rebuilding economic prosperity for Cook County and improving job opportunities will require participation from government, private sector, nonprofits, foundations, and residents. The County can be a leader in this effort with both grant funding and the coordination of many participants in larger projects.

The County administers \$75 million in economic development grants and has \$1 billion in purchasing power for goods and services. The Board of Commissioners has passed legislation rolling back its sales tax by an additional half-penny over the next two years, promoting business development.

In 2011, we consolidated disparate functions into a new Bureau of Economic Development. The Bureau focuses on creating jobs, supporting stable employment, fostering an environment friendly to businesses, and growing the regional tax base.

The budget for the Bureau of Economic Development \$80 million for 2011.

Cook County's Economic Development goals are:

- 1. PURSUE REGIONAL ECONOMIC DEVELOPMENT**
- 2. IMPROVE WORKFORCE READINESS**
- 3. INCREASE ACCESS TO LIVING WAGE JOBS**
- 4. MINIMIZE TAX BURDEN**

ECONOMIC DEVELOPMENT

1. Pursue Regional Economic Development

Through collaborative projects, the County can multiply investment dollars and attract additional partners to create even greater regional economic advancement.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
# green collaborations with the City	Working to have this for next report			
# businesses assisted through incentive programs	22	N/A ¹	17	25
# of businesses assisted through participation in Government Partnership for Economic Development Committee	Working to have this for next report			

1. Number changed to N/A from previous report

WHY THESE MEASURES MATTER

Cook County and the City of Chicago are both leaders in and funders of economic development projects. Working with the City to coordinate investment and strategic programming, the County can maximize the regional impact of our programs and grow the tax base.

HOW WE ARE IMPROVING PERFORMANCE

Through the Government Partnership for Economic Development committee, the County is partnering with the business community to increase capacity and build new businesses.

2. Improve Workforce Readiness

Improving the skills of our workforce will increase the attractiveness of locating in Cook County for employers and reduce unemployment for residents.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2	2011 Q3	2011 TARGET
# adults trained in job skills	N/A	1,045	TBD	N/A
# adults trained in career and soft skills	N/A	2,562	TBD	N/A
# adults using job placement resources	N/A	1,468	TBD	N/A
# youth trained	N/A	1,763	TBD	N/A
# clients placed in full time employment	N/A	413	TBD	N/A

WHY THESE MEASURES MATTER

Workforce development programs prepare unemployed County residents to find and succeed in jobs that pay a living wage. Services are offered to adults at three levels. First, training may begin at the basic skills level for those who lack education or soft skills for the workplace. Second, those with basic skills may take a job specific training course. And third, those with a skill set and looking for jobs can use a variety of valuable job placement resources. Youth training is tailored to the distinct needs of this age group. The effectiveness of our workforce readiness efforts is demonstrated by the number of clients placed in full-time employment.

3. Increase Access To Living Wage Jobs

Fostering the creation of well-paying, private-sector jobs will boost the regional economy and reduce unemployment.

HOW COOK COUNTY MEASURES THIS GOAL

MEASUREMENT	2010 ACTUAL	2011 Q2 YTD	2011 Q3 YTD	2011 TARGET
# jobs added through deploying federal grants on projects		Working to have this for next report		
# jobs created through tax incentives	1,338	814	1,615	N/A
# jobs created through tax delinquent properties programs		Working to have this for next report		

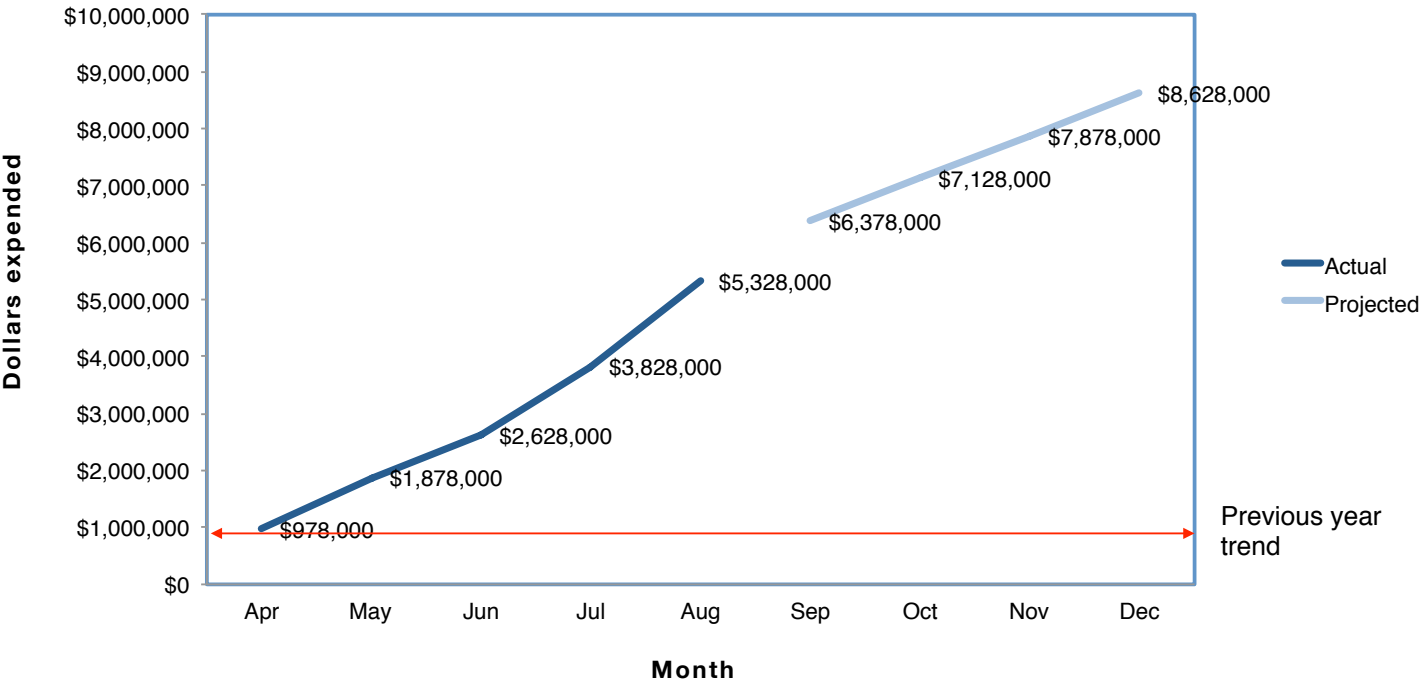
WHY THESE MEASURES MATTER

Cook County assists in the creation of private-sector jobs by directing support programs to businesses and projects that will hire residents. The Federal government allocates grants which the County manages locally. One example is the Community Development Block Grants, which can be used to create jobs in construction, renovation, and community services. Tax incentives may be provided to businesses to attract and support either expanded business activity or relocation to the region.

HOW WE ARE IMPROVING PERFORMANCE

We reinvigorated our No Cash Bid Program to help municipalities gain control over tax delinquent properties with the objective of redeveloping those properties, leading to development jobs, and revitalizing abandoned properties.

NSP GRANT DISBURSEMENTS



NEW MEASURES FOR THIS REPORT

We included a chart that shows the ramped-up investment of NSP funds the Department of Community Development is using to create jobs and provide needed development in County communities.

4. Minimize Tax Burden

Lowering taxes increases economic activity, which raises business income and increases residents' spending power.

HOW COOK COUNTY MEASURES THIS GOAL

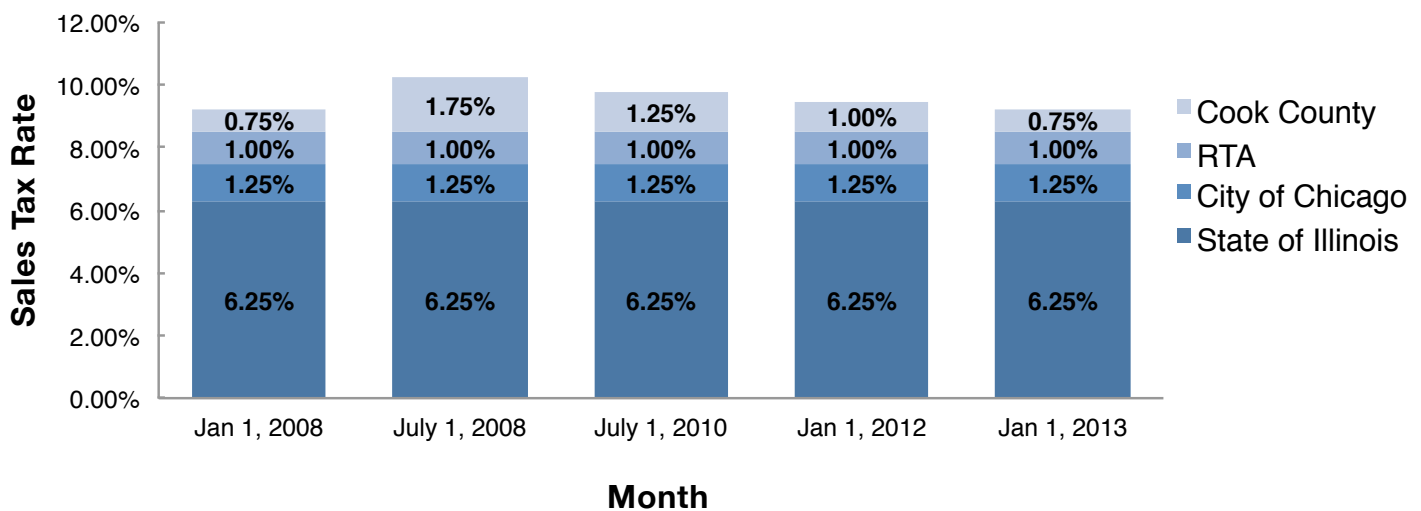
MEASUREMENT	2010 ACTUAL	2011 TARGET	2011 YEAR TO DATE ACTUAL
Cook County consumer spending tax rate (sales tax) ¹	1.75%	1.25%	1.25%

1. Sales Tax rate decreased from 1.75% to 1.25% part way through 2010. On January 1, 2012, it will decrease to 1.00%; on January 1, 2013, it will decrease to 0.75%.

WHY THESE MEASURES MATTER

A high sales tax causes consumers to shop outside the County, in turn driving businesses away or out of business.

SALES TAX RATE COMPARISON



STAR website: www.cookcountyil.gov/STAR

facebook: www.facebook.com/pages/Toni-Preckwinkle

twitter: @ToniPreckwinkle

PARTNERS

Cook County would like to acknowledge our pro bono partners who have provided critical support for the STAR program:

The Boston Consulting Group

Architecture 4

Downtown Partners

The School of the Art Institute of Chicago

Civic Consulting Alliance

SET TARGETS • ACHIEVE RESULTS

